2004 –2005

Saskatchewan
Provincial Budget

Performance Plan

Minister's Message

It is my pleasure to present Saskatchewan Property Management Corporation's performance plan for 2004-05.

The sustainability and maintenance of Government's capital assets is an important priority for the Province. This plan lays a foundation for ensuring the long-term protection of these assets. I am committed to completing the key actions identified in our performance plan and reporting the Corporation's actual progress to the people of Saskatchewan in July 2005.

The 2004-05 Plan continues to focus on the sustainability of Saskatchewan's government-owned facilities, the effective and efficient delivery of services, and reducing the costs of delivering these services. Cost reduction and healthy, safe buildings remain key priorities for the Corporation. We will continue to develop partnerships with a variety of stakeholders to create strategies for success.

Debra Higgins
Minister Responsible for
Saskatchewan Property Management Corporation

Who We Are

Saskatchewan Property Management Corporation (SPMC) is a Treasury Board Crown corporation that provides property management and other support services to government departments, Crown corporations, boards, agencies and commissions. The mandate of the Corporation is to support government program delivery by meeting its clients' accommodation and program-related commercial and custodial needs. This mandate focuses on providing best value for client requirements in the areas of: property management, furnishings and supplies, transportation, purchasing, risk management, records management, telecommunications, and mail services.

SPMC's vision is centered on allowing its clients to focus on their own areas of expertise, both for the benefit of the people of the Province of Saskatchewan, and to minimize costs to Government through our central support role. Our vision is to provide the best property management and support services for best value to public agencies in Saskatchewan.

The Corporation has a staff complement of about 800 full-time equivalent employees and generates approximately $225 million annually in revenues, which recover the cost of delivering the services.

In carrying out its mandate, the Corporation provides the following services:

ACCOMMODATION SERVICES

SPMC has responsibility for 1,260 buildings located in 168 communities and 25 provincial parks. These buildings cover an area of over one million square metres. Of these, 927 are owned by SPMC, while 333 blocks of building space are leased. Of the 927 owned buildings, 550 buildings, including a conference centre located at Fort San, are maintained by SPMC and have an estimated replacement value of over $1.6 billion. The owned and leased space is managed primarily to accommodate the programs of government departments and agencies.

SPMC works with government agencies to manage changes in accommodation requirements that result from changes in government programs or changes in the manner in which the programs are provided. SPMC provides accommodation planning, construction project management, building operation and maintenance, leasing, property purchase and disposal.

TRANSPORTATION SERVICES

The Central Vehicle Agency (CVA) provides vehicles and fleet management services to a total of 330 different client groups, including executive government departments, some Crowns, and other publicly funded organizations. The CVA fleet averages around 4,500 vehicles.

Air Transportation Services provides transportation for elected and senior government officials and air ambulance services, under contract to the Department of Health, with a fleet of government-owned and leased aircraft.

PURCHASING

SPMC provides centralized procurement service for executive government departments and disposes of goods when they are no longer needed. Over $100 million in purchasing activity, including service contracts, purchase orders, standing offers and delegations, is conducted annually. Overall, approximately 81 per cent of purchasing is sourced to Saskatchewan suppliers.

SECURITY SERVICES

Risk Management and Protective Services help clients identify and manage corporate risks by providing services in: insurance acquisition, investigative services, environmental health and safety, security consulting and security systems. Protective Services manages the monitoring of government's facilities, intrusion alarm and card access systems. SPMC also manages a photo identification program for government employees.

RECORDS MANAGEMENT

SPMC provides a central, secure storage facility for warehousing and retrieving government documents. Based on the Government's records retention schedule, SPMC shreds the documents that are no longer required after approval from the Saskatchewan Archives Board. As of March 31, 2003, over 119,200 boxes of government files were in storage. During the year, over 4,300 boxes were approved for disposal and over 51,000 cubic feet of paper was recycled.

TELECOMMUNICATIONS

SPMC co-ordinates and provides the strategic direction of telecommunication services for Government. These services include: CommunityNet, telephone services, GEMS (Government e-mail System), Blue Pages, web-based government directory, web-hosting services and data service offerings.

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MAIL SERVICES

SPMC provides mail handling services for government departments, most government boards, commissions, corporations and authorized public agencies to achieve economies of scale through centralization of mail handling resources. Mail is handled through 14 provincial centres and includes: pick-up, sorting, delivery of Canada Post mail, metering of outgoing mail, addressing and stuffing mail, and offering volume discounts for parcel, priority courier and bulk mailings. Interoffice mail, using reusable envelopes, is co-ordinated between Regina and 26 centres, as an alternative to Canada Post.

OFFICE FURNISHINGS AND SUPPLIES

SPMC provides office furnishings to government departments and public agencies. The service includes consultation, delivery, installation and follow-up. There is also a refurbishing service as well as pick-up of unwanted furniture for redistribution to other government clients or for disposal.

The SPMC stockroom provides approximately 1,000 office, paper, and janitorial products to government departments and public agencies. SPMC is able to achieve savings for Government due to bulk purchasing and centralized warehousing.

Plan at a Glance

SPMC released its first strategic plan according to the Accountability Framework Guidelines in 2003-04. For 2004-05, SPMC has developed a set of performance measures, including baselines, and has refined a number of key actions for the plan.

While the goals and objectives cover a longer term multi-year plan for SPMC, the key actions relate only to the 2004-05 fiscal year. The plan is a confirmation of the current direction; however, the plan will continue to evolve over time reflecting government priorities, as well as changes to our operating environment. This plan continues to address the following key strategic issues: state of infrastructure, effective and efficient delivery of services, and reducing unit costs.

The Corporation will report on actual compared to planned progress at year end, in the 2004-05 Annual Report.

OUR VISION

To provide the best property management and support services for best value to public agencies in Saskatchewan.

GOAL #1

Effective and value-added service

OBJECTIVE 1 - *Cost effective services for clients*

Performance Measures:

- Price comparisons for SPMC office space compared to the private sector
- Central Vehicle Agency pool price compared to Public Service Commission private vehicle usage rate
- Central Vehicle Agency pool price compared to market price

OBJECTIVE 2 - *Enhanced client service delivery*

Performance Measures:

- Under development

GOAL #2

Sustainable property infrastructure

OBJECTIVE 1 - *Appropriate facilities and equipment for clients*

Performance Measures:

- Average annual distance traveled per government vehicle
- Vacancy rate for office space

OBJECTIVE 2 - *Affordable and sustainable infrastructure*

Performance Measures:

- Average age of vehicles
- Average mileage on vehicles

GOAL #3

Partnerships that benefit government and communities

OBJECTIVE 1 - *Facilitate economic development*

Performance Measure:

- Goods and information technology services sourced in Saskatchewan through SPMC's Purchasing Branch

OBJECTIVE 2 - *Constructive relationships with industry*

Performance Measures:

- Under development

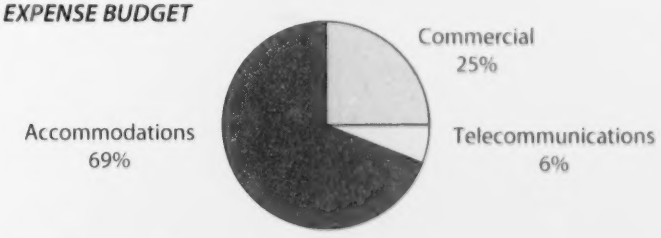
2004-05 Budget Overview

In providing accommodation and centralized support services to government departments and public agencies, SPMC receives a portion of its funding directly from the General Revenue Fund (included in the Government's 2004-05 Budget). However, most of SPMC's revenue is generated by charging departments through lease rentals and charges for specific services such as vehicle rentals, mail services, office supplies, etc.

A breakdown of SPMC's revenues and expenses by major service area is provided below.

	2004-05 BUDGET REVENUES *($000s)*	***2004-05 BUDGET EXPENSES*** *($000s)*
Accommodations	155,200	154,300
Commercial (vehicles, mail, air service, supplies, etc.)	57,200	55,500
Telecommunications *(CommunityNet)*	12,600	12,800
Other	–	400
Total	225,000	223,000

2004-05 EXPENSE BUDGET



The Government provides $16.8 million directly from the General Revenue Fund (GRF) to SPMC for the following purposes:

	($000s)
Asset Renewal	
(Funding to maintain, upgrade and construct Government capital assets including buildings)	14,400
Central Services	
(Payment for central services and management of government space)	2,008
Wind Energy	
(Payment to SaskPower for the purchase of wind-generated electricity)	400
	$ 16,808

These funds are included in the Accommodation revenues for the Corporation.

Trends and Issues

VALUE FOR SERVICES PROVIDED

SPMC was established to provide centralized accommodation and support services to government departments and public agencies to achieve economies of scale and to allow clients to focus on their own areas of expertise. In order to deliver these services in the most cost-effective and efficient manner possible, the Corporation must ensure that it is meeting client needs and providing the right services at the lowest possible price. To provide the lowest price possible within the public sector environment, SPMC must stay abreast of the changes in the marketplace, and continually review the impact of these changes to clients.

AGING INFRASTRUCTURE

Of the 927 buildings owned by SPMC on behalf of the provincial government, 550 buildings are owned and maintained by the Corporation and these buildings have an estimated replacement value of $1.6 billion. The balance of the buildings owned by the Corporation are maintained and operated by program departments such as Highways and Transportation and Environment. The value and condition of buildings change over time due to physical deterioration. All buildings require ongoing repair and maintenance to the exterior, mechanical, heating, cooling and water systems in order to keep them in good condition. In general, the cost of maintenance rises as the infrastructure ages.

BUILDING AND FIRE CODE REQUIREMENTS

From time to time, governments change the building, fire, and safety codes for buildings. New building design and construction incorporate current code requirements and in many cases new building construction exceeds current code requirements. However, changing code requirements can present challenges for existing buildings that were constructed in compliance under previous code requirements. There is currently a limited supply of code compliant office space in rural Saskatchewan. Upgrading buildings to meet code requirements can involve extensive and costly renovations.

ENERGY CONSUMPTION

There is widespread concern about the environment and the impact of energy consumption on global warming. The Government of Saskatchewan has taken a number of steps to improve the efficiency of energy use and to reduce overall consumption. Reducing the amount of natural gas and electricity used to heat and light buildings saves money and also reduces harmful emissions. By installing more efficient heating, cooling and lighting systems and by incorporating energy efficiency into the design of buildings prior to construction, the overall amount of energy usage can be reduced. The Government has also committed to purchasing wind-generated electricity to meet a portion of its power requirements.

ACCESSIBILITY

People with physical disabilities can encounter obstacles when they access government buildings. Improving accessibility to existing buildings often requires significant retrofitting, while accessibility requirements can be more readily incorporated into new building construction at the planning stage.

CHANGING TECHNOLOGY

Communication and information technology are rapidly changing and are creating new opportunities for business, government, and the public at large. The use of e-mail and the Internet have grown substantially, due in part to the widespread availability of high-speed Internet and the broadband capacity of CommunityNet. Significant advancement has also occurred in computer software that allows individuals and organizations to better integrate and use data for project and financial management purposes. In recent years, the proliferation of data and use of the Internet has led to concerns about security and privacy of government-held information.

STRENGTHENING THE ECONOMY

The Government purchases a wide range of goods and services in order to provide programs and services throughout the Province. Many of these goods and services are acquired through centralized procurement process operated by SPMC. A strong and healthy private sector means that Saskatchewan businesses are better able to sell their goods and services to Government. However, suppliers also need to know about government requirements and government procurement processes in order to bid on tender opportunities. SPMC is responding to supplier concerns about the cost and complexity of government procurement. Saskatchewan businesses lag behind other jurisdictions in e-commerce activity that can improve their access to marketplaces and provide opportunities for productivity improvements.

Changes from 2003-04 Performance Plan

The goals and objectives included in the Corporation's 2004-05 Performance Plan remain largely unchanged from those published last year. The Corporation has made several wording changes that clarify the intent of the goals and objectives, but do not change the intent of the plan.

The objectives under Goal 3, "Partnerships that Benefit Government and Communities" were revised as follows to make them more readily measured:

- "Maximize benefits from partnerships" was deleted, since it proved to be difficult to develop an appropriate performance measure for this objective, and the objective was seen more as a means to accomplish the broader goal. "Partnerships" are identified in the key actions for 2004-05 under the objective "facilitate economic development"
- "Facilitate economic opportunities" was reworded as "Facilitate economic development" to clarify the Corporation's role as an economic agent of the provincial government and to more easily measure SPMC's performance to achieve the objective
- "Constructive relations with organized labour and industry" was reworded as "Constructive relationships with industry." This more accurately reflects the intent to measure industry's satisfaction when dealing with SPMC's Purchasing Branch

In addition, we developed performance measures for a number of our objectives and set baselines for most. As our performance plan continues to evolve, new measures will be added.

Goals, Objectives, Actions and Measures

The following section provides details about where the Corporation is headed, what the Corporation will do to achieve its objectives through key actions for the upcoming year, and how the public will know if the Corporation is successful in achieving its objectives through defined performance measures.

GOAL #1

Effective and value-added service

OBJECTIVE 1 *- Cost effective services for clients*

As a central service provider, SPMC continually identifies opportunities to make its services more effective and efficient for executive government. In doing so, it is imperative that SPMC look at developing positive relationships with clients, developing technology as an essential support tool, positioning the Corporation between Government and suppliers to capture and pass through savings, managing the inherent risks involved, and examining the efficiency and effectiveness within the various business units.

SPMC is continuing to evaluate its services and service delivery models to determine if the organization is providing the right services, at an appropriate price.

Key Actions for 2004-05

- Implement approved service review recommendations to provide more cost-effective services for clients, including:
  - Community donations for the disposal of surplus office items to community-based and charitable organizations throughout Saskatchewan
  - Changes to the delivery of government mail services throughout the Province
- Investigate opportunities to decrease unit fixed costs by providing service to Crown corporations and federal government where practical.

What are we measuring?	**Where are we starting from?**
Price comparisons for SPMC office space compared to the private sector	8% below private sector market price *[September, 2003]*

SPMC owns and leases space in buildings on behalf of Government. SPMC in turn leases this space to individual government departments for their needs. The performance measure is intended to show the cost-effectiveness of centralized accommodation services provided to government departments and agencies by comparing the gross rental rate for office space in Regina and Saskatoon to the private sector.

These two areas are used for the baseline since they represent 68 per cent of SPMC's total office building space, and comparative market office space information is readily available. Program space (e.g., space designed for a specific function – jails, courthouses) is excluded in this measure as the private industry does not typically own or manage program space that could be used for a comparison.

SPMC's level of influence over this measure is high. SPMC can influence the rates for office space by how and when it acquires accommodation, through quality specifications, timing of negotiations and Requests for Proposals, and build, buy, lease analysis/decisions.

What are we measuring?

CVA pool price compared to Public Service Commission (PSC) private vehicle usage rate

Where are we starting from?

The CVA price ($0.267/km) is 36% below the PSC's rate ($0.3646/km)

[July 31, 2003]

SPMC acquires vehicles and rents them to government departments and other public agencies. By acquiring vehicles in large quantities and operating a central fleet of vehicles, SPMC can pass through savings to clients. A pool of vehicles located throughout the Province is available for short-term use. CVA charges a per-kilometre price to cover all fixed and operating costs of the vehicle. The other option is to pay employees the private vehicle usage rate set by the PSC.

SPMC's level of influence over this measure is high. SPMC has significant influence over its prices for short-term vehicle usage; however, SPMC has no influence over the PSC's private vehicle usage rate paid to employees.

What are we measuring?

CVA pool price compared to market price

Where are we starting from?

The CVA pool price ($0.256/km) is 24% below the market price ($0.3174/km)

[October 31, 2001, latest available data]

Another option for clients is to rent vehicles in the marketplace from private sector vehicle rental companies. SPMC has significant influence over its own prices; however, it has no influence over market prices.

***OBJECTIVE 2** - Enhanced client service delivery*

SPMC was established to provide centralized accommodation and support services to Government and public agencies. As such, we need to ensure that we provide a service delivery system to meet the needs of clients, including providing the right services, in the most cost-effective manner possible.

SPMC views technology as an essential support tool and is evaluating how to best use technology to provide value-added services. In today's environment, information flows faster than ever before and SPMC must position itself to respond and react faster.

By looking at technology in different ways, SPMC may be able to promote economic development through e-business strategies. This is an emerging business practice, with Saskatchewan businesses currently lagging behind their competitors in other jurisdictions. This is an opportunity that may prove valuable for the Province.

Key Actions for 2004-05

- Benchmark client satisfaction through a customized client survey and identify gaps in client service.
- Communicate regularly with clients regarding service delivery and client needs through direct client contact.
- Investigate opportunities to provide options and appropriate pricing structure for cleaning and building operations.
- Invest in and improve service effectiveness through the use of technology to meet client needs for access, process improvement, and service delivery. This includes:
  - Implement a new corporate financial system to improve management information and financial reporting
  - Implement an on-line booking system for Executive Air Services to improve the efficiency of flight co-ordination
  - Participate in the new government-wide Human Resource system to improve HR information management and reporting

What are we measuring?

Under development

Where are we starting from?

Under development

GOAL #2

Sustainable property infrastructure

OBJECTIVE 1 *- Appropriate facilities and equipment for clients*

SPMC is responsible for providing most of the facilities and vehicles required by government departments to deliver their various programs. This includes providing appropriate facilities and equipment for clients. The facilities also need to be adequately maintained in order for departments to continue to meet their long-term program requirements and the vehicles need to be kept in a condition of good repair to meet the needs of clients. As well, SPMC looks at options for disposing of these assets when they are no longer required.

Key Actions for 2004-05

- Identify long-term program and space requirement needs in consultation with clients. Initial concentration will be on departments with significant accommodation needs including:
  - Justice to develop and implement a long-term plan for court facilities in Saskatchewan
  - SIAST to develop and implement a long-term capital plan for its facilities
  - Corrections and Public Safety to develop an infrastructure plan for the Regina Correctional Centre
- Annually refine list of core government facilities based on client needs in order to allocate limited asset renewal funding to priority facilities.
- Pursue more aggressive options to dispose of assets that are no longer required, such as using the private sector to help market the assets.
- Canvas clients to review vehicle requirements and identify number and type of vehicles required to meet client needs.

What are we measuring?	**Where are we starting from?**
Average annual distance traveled per government vehicle	21 153 km per vehicle *[2002-03, latest available data]*

SPMC provides a central fleet of vehicles for government departments to help them meet their program requirements. Each year, CVA reviews vehicle requirements with departments and other public agencies and acquires vehicles in response to departments needs. SPMC also disposes of surplus vehicles. The average annual number of kilometres traveled per vehicle is an indication of the extent to which these vehicles are needed and used by departments. A low number of kilometres traveled per vehicle might suggest that Government vehicles are under-utilized, while a high number of kilometres traveled per vehicle might suggest that more vehicles are required.

SPMC's influence over this measure is indirect. As a service provider, CVA is responsible for providing the various types of vehicles required by departments and other public agencies; however, the clients are responsible for the use of the vehicles.

What are we measuring?	**Where are we starting from?**
Vacancy rate for office space	1.6% *[March 31, 2003, latest available data]*

SPMC is responsible for providing the office space required for government departments. This space is provided through a combination of government owned and leased buildings. While it is prudent to have some unused capacity to allow for periodic movement and changes of people and programs, SPMC believes it is important to have a relatively low vacancy rate for office space since there is an ongoing cost for unused space.

This performance measure is designed to demonstrate the effectiveness of SPMC in managing the space portfolio of government. Regina and Saskatoon are used for comparative purposes in establishing vacancy measurements because they collectively represent 68 per cent of SPMC's total available office space.

OBJECTIVE 2 - *Affordable and sustainable infrastructure*

A key challenge is to maintain the 550 buildings owned and managed by the Corporation in a state that ensures future viability. Limited capital spending over a long period has resulted in a backlog of maintenance and major capital upgrading of buildings. Accordingly, the Corporation is challenged to plan effectively for the future state of the infrastructure and to find better ways to achieve sustainable asset management.

SPMC's strategy over the next two years is to concentrate expenditures on targeted core facilities that are occupied by high priority programs and which will be viable for the long-term based on facility condition, function and use. Funding for the remaining facilities will be allocated based on occupant safety and high priority regulatory codes.

Key Actions for 2004-05

- Implement a capital asset management system to identify capital funding needs, priorities and impacts of funding scenarios.
- Update SPMC's capital plan for spending in core facilities based on SPMC's criteria for weighting and ranking capital maintenance and asset renewal projects.
- Refine SPMC's capital prioritization methodology to help make better investment decisions for Government facilities.
- Upgrade Government buildings to address accessibility and code compliance.
- Reduce energy usage in high priority provincial government buildings by 20 per cent.
- Purchase wind-generated electricity from SaskPower for 15 per cent of government electricity requirements.
- Implement the new provincial energy performance standard for all new government building projects.

What are we measuring?	Where are we starting from?
Average age of vehicles	5 years *[April 2003]*

SPMC provides a central fleet of vehicles for government departments and other public agencies to meet their program requirements. Each year, SPMC acquires additional vehicles in response to client needs and also disposes of surplus vehicles. The average age of vehicles is an indication of the overall condition and sustainability of the Government's fleet of vehicles and the need for replacement.

SPMC has a moderate level of influence over this measure. SPMC determines the amount of funding available to purchase or lease vehicles on behalf of Government. Each year, SPMC surveys clients to ascertain their upcoming vehicle requirements, including the number and type of vehicles. SPMC also sets guidelines for replacement of vehicles; however, the decision whether to retain or replace a particular vehicle once it exceeds the replacement guideline rests with departments and other public agency clients.

What are we measuring?	Where are we starting from?
Average mileage on vehicles	105 027 km *[April 2003]*

SPMC provides a central fleet of vehicles for government departments and other public agencies to meet their program requirements. Each year, it acquires additional vehicles in response to clients' needs and disposes of surplus vehicles. The average mileage of vehicles is an indication of the overall condition and sustainability of the Government's fleet of vehicles and the need for replacement.

SPMC has a moderate level of influence over this measure. SPMC determines the amount of funding available to purchase or lease vehicles on behalf of Government. Each year, SPMC surveys clients to ascertain their upcoming vehicle requirements, including the number and type of vehicles. SPMC also sets guidelines for replacement of vehicles; however, the decision whether to retain or replace a particular vehicle once it exceeds the replacement guideline rests with departments and other public agency clients.

GOAL #3

Partnerships that benefit government and communities

***OBJECTIVE 1** - Facilitate economic development*

As Government's procurement agent, SPMC is responsible for obtaining goods and information technology services on behalf of government departments using a fair, open and competitive process. Procurement through SPMC's Purchasing Branch can be an effective tool in furthering provincial economic activity by developing policies and processes to make it easier and less expensive to do business with the Government, and by educating local suppliers on Government's procurement processes. SPMC is interested in optimizing the economic benefits from government procurement activity by obtaining the best value and by seeing local suppliers provide a high proportion of the value of goods and services used by the provincial government.

Using computer technology is one means of providing efficiencies in purchasing transactions between public sector buyers and private sector suppliers through a supply chain Internet hub developed and managed by SPMC.

Key Actions for 2004-05

- Implement further elements of the action plan on procurement to make it easier and less expensive for suppliers to sell to Government, including revisions to legislation and regulations, to optimize economic activity.
- Pursue the implementation of a supply chain transaction hub to support e-commerce development in Saskatchewan by increasing the usage of the Internet for government purchases and to provide opportunities for productivity improvements for both government and suppliers.
- Enhance the opportunities for First Nations businesses to be suppliers for government purchases by increasing awareness of the procurement processes used by the provincial government.
- Negotiate and enter into partnership agreements that support Saskatchewan's economic development.

What are we measuring?	**Where are we starting from?**
Goods and information technology services sourced in Saskatchewan through SPMC's Purchasing Branch	81.2% *[Average of 2000-01, 2001-02 and 2002-03; latest available data]*

SPMC is the Government's procurement agent and is responsible for obtaining goods and information technology services on behalf of government departments using a fair, open and competitive process. Procurement can be an effective tool in furthering provincial economic activity.

SPMC has a moderate level of influence over this measure. SPMC establishes the procurement process to obtain best value for Government and it can also encourage client departments to support Saskatchewan suppliers.

SPMC can assist suppliers by educating them about government procurement processes and by making it easier and less expensive for suppliers to obtain information about procurement opportunities.

SPMC has no influence over the competitiveness of Saskatchewan suppliers.

OBJECTIVE 2 *- Constructive relationships with industry*

SPMC works closely with the construction industry to build government facilities, and with the s..pplier community to provide the goods and services needed by Government. A good working relationship where we know and understand these groups makes it easier for SPMC to do its job to obtain the best value for its clients.

In addition to working with clients to ensure that the goods and services required are obtained at the best value and in a timely manner, it is also important that the supplier community have confidence in the procurement process and that suppliers have open access to Government tender opportunities.

Key Actions for 2004-05

- Enhance the Saskatchewan Construction Panel as a forum for discussing issues of mutual interest.
- Organize and host a forum to bring suppliers and government agencies together in order to enhance local purchasing. This forum allows buyers to explain their procurement needs and opportunities to Saskatchewan suppliers interested in selling their products and services to the public sector.
- Review Government tendering guidelines for goods to enhance opportunities for local suppliers to secure tenders.

What are we measuring?

Under development

Where are we starting from?

Under development

Where to Obtain Additional Information

Additional information is available from the following sources:

- For general information about SPMC: SPMC's website is http://www.spmc.gov.sk.ca/
- For feedback on this performance plan: Noreen Hetherington, Manager of Organizational Development, 1840 Lorne Street, S4P 3V7, 787-1528
- For information on SPMC's programs and services: Nadine Sisk, Director of Communications, 1840 Lorne Street, S4P 3V7, 787-9225